



Business Plan March 2018 to September 2019

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## Introduction

Welcome to the Surrey Safeguarding Children Board (SSCB) Business plan for the eighteen months to September 2019. This builds on the previous business plan of January 2016- March 18.

This plan describes the partnership priorities for the continuing improvements to safeguard Surrey's children and young people and ensure that they are seen, safe and heard and covers the period prior to local Safeguarding Partnership arrangements being agreed under the Children and Social Work Act 2017.

The Act creates new duties for the Police, Health and the Local Authority, along with other relevant partners agreed locally, to make arrangements to safeguard and promote the welfare of children in their area. The Government Consultation Response on Changes to Statutory Guidance: Working Together to Safeguard Children; and new regulations (February 2018) considered feedback from the sector which will lead to a clearer definition of the core functions of safeguarding partners. This guidance is due to be published in May 2018. There is likely to be a specific requirement that safeguarding partners continue to have a threshold document in place.

Following the Ofsted multi-agency inspection of Surrey County Council (SCC) and its partners (as part of the Surrey Safeguarding Children's Board) in October-November 2014 urgent safeguarding improvement work was initiated. The council established an Improvement Board with political cross-party membership to oversee this work. The Chair of the SSCB attends the Improvement Board and responds directly on the progress against the SSCB safeguarding elements of the plan.

The Improvement Board will remain in place until such time as the DfE is satisfied that it is no longer necessary.

The SSCB was re-inspected by Ofsted in 2015 and was judged to be "Requires Improvement"

In January 2016 the DfE issued a formal [Improvement Notice](#) to the council.

To support the ongoing improvement work of the SSCB the Local Government Association (LGA), on behalf of the Surrey partnership, commissioned a Peer Review led by an experienced LSCB Chair.

The Peer Review findings were shared in a Board development event on 14 February 2018 and have helped to inform the Business Plan priorities for the next eighteen months. The review additionally made recommendations to be considered by partners to support the development of the Board constitution to enable it to respond to the challenges of the new safeguarding systems to be introduced in 2019. These recommendations are contained in Appendix A. The SSCB is committed to a continuous improvement journey, and is constantly ensuring that it, and the many dedicated staff in the constituent agencies, are constantly learning and developing to deliver improved safeguarding services and to ensure that children in Surrey are seen, safe and heard.

## What is an LSCB?

The Surrey Safeguarding Children Board (LSCB) is an independent body as defined in Working Together 2015. It should not be subordinate to, nor subsumed within other local structures.

Through the Board structure the LSCB provides the strategic direction for safeguarding children and young people and through the operational structure carries out the continuous monitoring and challenge of performance across relevant agencies in Surrey. The Board produces a Business Plan which sets out the priority improvements required in the safeguarding partnership and produces an Annual Report.

In accordance with statutory guidance the Board funds an Independent LSCB Chair who provides leadership and challenge to the Board via effective chairing of meetings and representation of the LSCB in the public domain and at other relevant governance boards.

## Objectives

Section 14 of the Children's Act 2004 sets out the statutory objectives and functions of the LSCB's as being:

- To coordinate what is done by each person or body represented on the board for the purpose of safeguarding and promoting the welfare of children in the area; and
- To ensure the effectiveness of what is done by each such person or body for those purposes

## Proposed Structure

Partners reported as part of the Peer Review that the structure of the architecture of the SSCB Sub Groups and its relationship to other Boards required clarification and review.

The proposed structure is set out in the sub group structure diagram below. A number of sub groups are identified as being under review or have a specific timescale for review. Following further discussion with partners the following decisions were made:

- Area Sub Groups were recognised as being the interface of the Board with practitioners and have historically had an important role in the taking forward the business priorities of the SSCB into operational practice; dissemination of learning from audits and case reviews; updates on policy and procedure changes and to provide a networking opportunity between the wider partners; following the peer review each area group has been asked to review their roles and identify whether as a multi-agency partnership group they benefit from their association with the SSCB.
- Neglect Task and Finish Group: The Chair has proposed that this group continues as a sub group of the SSCB with a defined scope of work and its continuation will be reviewed in March 2019 against progress against its work plan
- Online Safety Group: This group is proposed to continue in its current format until discussions have been held with partners to agree the best approaches to take to develop this group as a young person led forum
- Learning and Development Group, its role and functions are to be reviewed and decisions made about its continuity.

The roles of Sexual exploitation, assault and missing management board (SEAMMB), Health Sub Group, Education Sub Group, Policies and Procedures are proposed to continue in their current format until local Safeguarding Partnership arrangements are agreed under the new guidance.

## Revised Roles and functions of the SSCB Groups

### Executive:

In preparation for the new safeguarding partnership arrangements this new strategic group, with membership drawn from Children's Social Care, Police, Health and Education, will support the transitioning arrangements under the new Working Together statutory guidance 2018.

### SSCB:

The main Board for the LSCB constituted in accordance with statutory guidance (Working Together to Safeguard Children 2015) The SSCB Board has strategic accountability for performance monitoring and assurance to discharge its statutory responsibilities; receives analysis reports/exception reports from the Quality Assurance and Performance Group, provides a forum for challenge and problem solving; provides challenge/actions to sub groups.

### Business Group:

Replaces the Chairs Executive Group in previous structures and will have revised terms of reference which will define the role, responsibility and accountability of this group to take forward the SSCB Business Plan Priorities, provide challenge and scrutiny to other sub groups of the Board and to report to the SSCB on progress against the 2018-2019 Business Plan and provide challenge to the SSCB on key matters arising from the day to day business of the Board.

### Child Death Overview Panel & Strategic Case Review Groups

CDOP and SCRG will remain in the proposed structure as the Statutory Sub Groups of the Board fulfilling their roles and responsibilities as set out in statutory guidance.

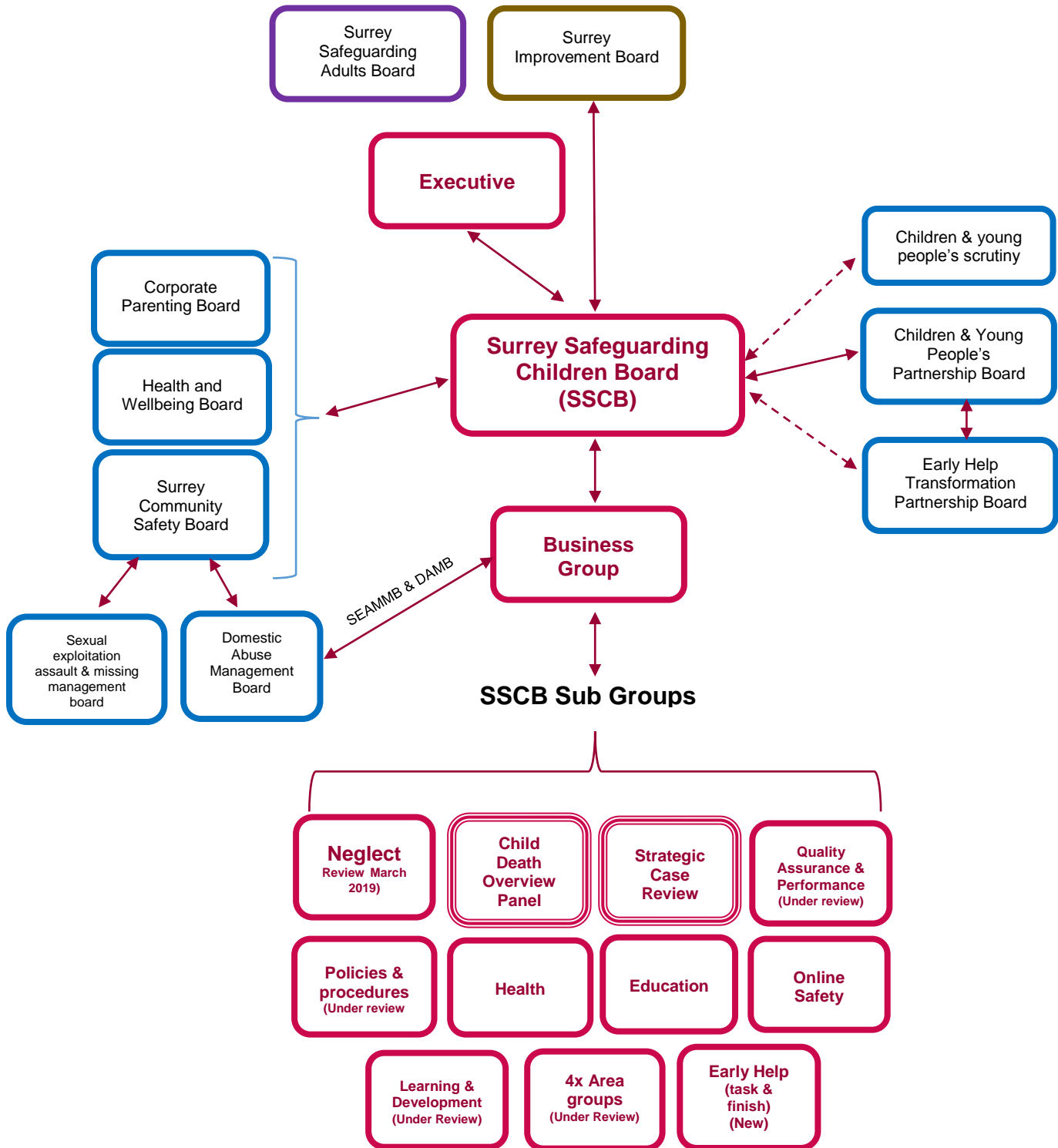
### Quality Assurance and Performance Group

Formerly known as the Quality Assurance and Evaluation Group. This group is reviewing its terms of reference and will have as a key function the analysis of the SSCB Report Card; measures progress against the Business Plan and the work of other sub groups; provides challenge to partners for assurance purposes; receives responses to challenges for inclusion into the report to SSCB.

### Early Help Task and Finish Group

This new task and finish group will review progress of the development of the Early Help system, including the multi-agency safeguarding hub (MASH) to ensure that the Early Help pathway works to provide a co-ordinated and timely response to children and young people across the levels of need.

**Proposed Surrey Safeguarding Children Board Structure 2018-2019**



**Key**  
 Keep Informed - - - - -  
 Reports to - - - - -  
 Statutory Group = = = = =

## Our Vision

For the SSCB to work together as an open and transparent safeguarding partnership, where a co-ordinated approach to our strategic and operational work ensures that Children in Surrey are seen, safe and heard.

## Our Behaviours

Partners agreed in February 2018 the most important behaviours of the SSCB moving forward to be:

- Every member will understand their role, responsibility and accountability within the SSCB and seek opportunities to combine resources to achieve priorities;
- The SSCB will ensure that there is a co-ordinated system wide approach to planning and implementation of change, with consideration being given to the impact of change across the partnership;
- Partners will be open and transparent about performance identifying areas for improvement as well as areas of good practice;
- Equity in membership to utilise the collective strengths of the partnership with a focus on listening to the contributions of the views of children and families.

## Planning Process

The Business Plan 2016 to 2018 agreed four areas of focus relating to the effectiveness of:

- Early Help for children , young people and families who do not meet the thresholds for statutory intervention and support by Children's Social Care
- Current Child Protection process in protecting those children identified as in need of protection and who are looked after (LAC). To include consideration of Neglect.
- The response and impact of partners work to protect children and young people at risk of Child Sexual Exploitation (CSE)
- The impact of Domestic Abuse Services in reducing the incidences of Domestic Abuse and protecting children and young people from harm.

## SSCB Priorities 2018-2019

This Business Plan covers the 18 month period from March 2018 to September 2019 and has brought together the SSCB Ofsted Action Plan (July 2015-2018), SSCB actions which form part of the SCC Improvement Plan, recommendations from the March 2018 OFSTED inspection and the Business Plan 2016-2018.

Partners agreed that the SSCB would structure the 2018-2019 business priorities against the metrics of Children will be Seen, Safe and Heard. Partners proposed the following priorities:

1. Ensure that the child's voice and lived experience is integral to all the work that the SSCB and its partners undertakes, using a strengths based, child centred approach to engagement and involvement;
2. Hold partners to account for the development of an Early Help system which supports children with emerging needs through to the provision of statutory support and intervention;
3. Reduce harm to children and young people in vulnerable groups at risk of exploitation;

4. Ensure that all partners working with children and young people in Surrey recognise and respond to the needs of children and young people living with domestic abuse, neglect, substance misuse, mental ill health and disability, to improve their outcomes and keep them safe.

In addition to these priorities the SSCB has five core business objectives which are implicit in all the work of the Board these are to:

- Optimise the effectiveness of arrangements to safeguard and protect children and young people;
- Ensure clear governance arrangements are in place for safeguarding children and young people;
- Oversee serious case reviews (SCRs) and child death overview panel (CDOP) processes and ensure learning and actions are implemented as a result;
- Ensure that single-agency and multi-agency training is effective and contributes to a safe workforce;
- Raise awareness of the roles and responsibilities of the LSCB and promote agency and community roles and responsibilities in relation to safeguarding children and young people.



## THE ACTION PLAN April to September 2019

The SSCB priorities for the next eighteen months are included in the plan below. Quarter one & two actions have been identified, quarter 3 & 4 actions will be developed further once outcomes from quarter 1 & 2 activities are known. Some quarter 3 monitoring information has been included. This plan will be managed and monitored through the SSCB Business Group

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
<b>Priority 1: Ensure that the child's voice and lived experience is integral to all the work that the SSCB and its partners undertake and that partner agencies proactively respond to direct feedback from children to improve their experiences</b>						
2	Children and young people's views and wishes are heard by professionals using practice models that can be widely shared; monitored for impact and improved over time	QA & P All partner agencies	1.1	To undertake a mapping and analysis across the partnership to understand the systems in place for ensuring that the child's voice is heard? How their views are taken into account and actioned and what impact on practice can be evidenced?	By 30 September 2018	
			1.1a	Single and Multi-agency audit shows evidence that children's views have informed positive practice change	By 31 December 2018	
10, 20, 25,27	The lived experience and views of C&YP are clearly evidenced when events/circumstances have put them at risk and where there is learning for all the people supporting them about what they could have done differently.	Strategic Case Review Group (SCRG)	1.2	Referrals to SCRG to include the child's views and wishes if these have been sought and the child's voice to form part of any review subsequently commissioned.	By 30 June 2018	

<b>Key OFSTED Rec.</b>	<b>What difference will this make to children in Surrey?</b>	<b>Lead Subgroup/ Agency</b>	<b>Action No.</b>	<b>Action</b>	<b>Timescale</b>	<b>Status RAG</b>
			1.2a	Terms of reference for SCR's/partnerships reviews focus on professional curiosity and past family history when reviewing the child's lived experience	With immediate effect	
2, 27	Signs of Safety and strengths based practice is leading to increasing evidence that children's views are informing safety plans and helping them to build resilience.	QA & P Group	1.3 links to 2.10	Audit of initial Child in Need Plans; Child Protection plans and review of plans at conferences/ core groups, including feedback from participants in conferences and sub groups shows that the child's voice and wishes are heard and inform safety planning.	By 31 December 2018	
106	Services will be assured by young people from their perspective with recommendations on how they can be improved.	QA & P Group	1.4	Scope a Young Inspectors programme to provide assurance from a young person's perspective of the effectiveness and impact of services.	By 30 September 2018	
	The voice of children and young people will inform and advise on safeguarding developments in Surrey	All partners; Surrey Youth Focus and partners Education sub group	1.5	Scope a reference group of children and young people to inform and consult on strategies, practice developments and inform the work of the sub-groups as appropriate.	By 31 December 2018	

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
<b>Priority 2: Hold partners to account for the development of an Early Help system which supports children with emerging needs through to the provision of statutory support and intervention</b>						
3, 20, 21, 93	Professionals within Universal services provide support to children and families with emerging support needs	EHTF group/ All partners	2.1	SSCB will lead on partnership focussed actions to support senior leaders in empowering partners in universal services to undertake lead professional roles and form teams around families in response to emerging support needs	By 30 September 2018	
22, 93	Improved quality of information sharing and decision making between agencies, at the earliest opportunity, when notification of possible harm to a child is received which then leads to a co-ordinated plan for assessment and intervention.	SSCB Early Help Task and finish Group	2.2	SSCB will lead on Partnership focussed actions to establish and be assured of the role and function of the MASH going forward.	By 30 September 2018	
24	Risk to Children is fully understood by engaging with all partners working with the family to ensure that they contribute/attend Strategy Meetings	SSCB QA Officer	2.3	SSCB will undertake an analysis of CSC data re invitations and attendees to S47 meetings between Nov 17 and Feb 18 for reporting to the IB May 2018	By 30 April 2018	<b>Completed</b>
			2.3a	Audit of a sample of 20 cases identified from the above data set, where no representative from Health and/or Schools is recorded as attending to explore reasons for non-attendance and whether	By 9 July 2018	

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
				contributions were received in any other format		
3,7,10,11, 20,22,25,26 31,	<p>Children are kept safe by Practitioners with a clear understanding of :</p> <ul style="list-style-type: none"> <li>the role and function of the MASH</li> <li>their individual professional roles &amp; responsibilities within Early Help and Statutory Services including their role as lead professionals</li> <li>thresholds</li> <li>of how to ensure that concerns/worries about a child are appropriately referred/stepped up</li> </ul>	SSCB Early Help Task and finish Group	2.4	<ul style="list-style-type: none"> <li>Clarify the pathway through the Early Help system and the role and contributions of the locality support arrangements in assessing need and managing risk.</li> <li>Define and communicate across the Early Help system the pathway and step up /step down procedures across the levels of need.</li> <li>Define and communicate within the Surrey partnership the role and function of the MASH</li> </ul>	By 30 September 2018	
4,10,11, 20,25	Children are kept safe by a confident workforce who can make decisions about the right level of support to meet needs and manage risk.	SSCB Early Help Task and finish Group and Learning and Development Group All partner agencies	2.5	Identify the workforce development needs and develop multi-agency training programmes to support practitioners in universal services to enable them to access appropriate tools to assess emerging needs and develop an Early Help Plan.	By 30 September 2018	
			2.5a	Partner agencies use effective triage when making a contact/submitting a Multi-	By 30 September 2018	

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
				agency referral form (MARF) to the MASH to ensure that an appropriate threshold decision has been made by practitioners		
3,10,20,22	Children receive support across a continuum of need that ensures that their emerging needs are recognised at the earliest opportunity and appropriate support is available to them in a timely manner	SSCB / (QA&P)	2.6	Develop a revised partnership Threshold Document /Level of Needs covering the whole of the Children's System	By 30 September 2018	
	Good information sharing protects children at risk of harm by removing the barriers that prevent informed decision making and robust safety planning	SSCB Early Help Task and finish Group SSCB QA&P Group	2.7	Commissioning of a review of the Multi Agency Information Sharing arrangements to: <ul style="list-style-type: none"> <li>Identify barriers to be overcome and work with partners to address these through protocols and systems</li> <li>Test the impact of learning from Multi-agency case audits, SCR's and Learning Reviews in changing practice</li> </ul>	By 30 September 2018	
23	Level of Needs Document/ Threshold guidance for professionals is clear on when consent is required /where confidentiality is a consideration or	SSCB EH Task and Finish Group	2.8	Clear guidance to be developed on when consent is required from parents; children and young people, who should gain this consent and how it should be	By 30 September 2018	

<b>Key OFSTED Rec.</b>	<b>What difference will this make to children in Surrey?</b>	<b>Lead Subgroup/ Agency</b>	<b>Action No.</b>	<b>Action</b>	<b>Timescale</b>	<b>Status RAG</b>
	the need is overruled by the level of risk			recorded; Clear articulation of when risk outweighs the need for consent and confidentiality of records.		
3, 22, 97	Reduction in the number of inappropriate/ incomplete referrals to MASH ensures that children are kept safe by timely and appropriate intervention.	SSCB EH Task and Finish Group	2.9	Professionals are supported through training and awareness raising to use appropriate tools to identify an escalating risk and make complete and appropriate referrals into MASH/ statutory services	By 30 September 2018	
106	Children are seen their wishes heard and are kept safe in an effective countywide Early Help System.	QA & P Group	2.10 links to 1.3	Audit of Early Help 'contacts/referrals' across Surrey evaluates the impact and effectiveness of the Early help System from Universal Services to Statutory interventions and practice shows that in Early Help Assessments and through the monitoring of outcomes there is evidence that children have been seen and heard.	By 30 September 2018	
3,4,5,7,10,11, 20,22,23,25, 29,31	Practitioners are equipped through robust Multi agency training to support high quality decision making that keeps children safe from harm and holds risk at the right level in the children's system.	SSCB Learning and Development Group / SSCB Training commissioners/ QA & P group	2.11 & 3.2	Multi-agency training ensures that professionals are trained in: <ul style="list-style-type: none"> <li>Using Thresholds/Levels of Need to support decision making;</li> </ul>	By 30 September 2018	

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
				<ul style="list-style-type: none"> <li>• Use of single agency triage/management oversight to discuss concerns and support decision making;</li> <li>• Professionals understand their roles and responsibilities in the Early help System;</li> <li>• Referrals to the Multi Agency Safeguarding Hub (MASH) using the Multi Agency referral Form (MARF) are of consistently high quality and detail to ensure that Triage in the MASH is effective and timely;</li> <li>• Role of professionals in S47 enquiries, strategy meetings, conferences</li> <li>• Quality of assessment including the inclusion of family history and lived experience of the child</li> <li>• Supervision/ management oversight/ Escalation procedures are used routinely to challenge decision making when appropriate.</li> </ul>		

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
4, 20,22,24,25 30	C&YP are being supported in the right part of the children's system to meet the level of risk and needs that they are experiencing.	QA & P Group Partnership data teams	2.12	Data, and quality assurance activity evidences the timeliness of response to C&YPs needs, identification of risk and evidence of decision-making and management oversight to ensure that their needs are being met at the right level.	By 31 December 2018	
<b>Priority 3: Reduce harm to children and young people in vulnerable groups at risk of exploitation</b>						
26,	Children at risk of exploitation are supported by well trained professionals skilled in identifying exploitation and in understanding and managing risk to vulnerable children	SSCB Strategic Case Review group / Neglect group/ SEAMMB / DAMB	3.1	Review learning from audits, inspections ,case reviews and JTAI reports to identify where additional support to professionals is required in: recognising risks and in identifying children at risk of exploitation	By 30 June 2018	
		SSCB Learning and development Group	2.11 & 3.2	Review and update training materials to reflect the findings of 2.1 & 2.2, and OFSTED findings and ensure that practical exercises within training sessions support professionals in conducting dynamic risk assessments and using thresholds to support professional judgements when identifying next steps.	By 30 September 2018	



<b>Key OFSTED Rec.</b>	<b>What difference will this make to children in Surrey?</b>	<b>Lead Subgroup/ Agency</b>	<b>Action No.</b>	<b>Action</b>	<b>Timescale</b>	<b>Status RAG</b>
10, 11,	Children's needs are assessed using evidence based tools which use the Signs of Safety strengths based approach to provide consistent practice and good outcomes for families across Surrey.	SSCB Neglect Group/ Policy and Procedures QA & P Learning and Development	3.3	Agree within the partnership which evidence based tools will be used, when and by whom and to support practitioners in the assessment of risk at all levels of the children's system.	By 30 September 2018	
4,7,10,20,24,35	Assurance that within the partnership children are kept safe and that interventions to support escalating risks for children & families are effectively managed.	SSCB Business Group	3.4	To oversee a focussed piece of work on Risk: including 'holding of risk within the Children's system'; conducting dynamic risk assessments; management supervision in response to changes in risk.	By 30 June 2018	
102	Evidence of good information sharing across key partner agencies that enables an effective and informed response to children at risk of exploitation.	SEAMMB	3.5	Develop a profile of children considered at RM meetings that enables the risk to children across multi vulnerabilities to be mapped, analysed and shared with Police, CSC and Health to inform statutory interventions	By 30 June 2018	
	A comprehensive problem profile identifies children at risk, hotspots and informs disruption activities and enables targeted intervention to keep children safe from exploitation.	SEAMMB	3.6	Analysis of the integrated missing data identifies the push/pull factors affecting individual children and allows problem profiling to be more comprehensively developed.	By 30 June 2018	

Key OFSTED Rec.	What difference will this make to children in Surrey?	Lead Subgroup/ Agency	Action No.	Action	Timescale	Status RAG
		SEAMMB	3.7	Develop Understanding within the partnership of exploitation in Surrey, where it occurs by locality, gender, ethnicity/group, type of harm and frequency.	By 30 September 2018	
	SSCB Dataset and audits shows the impact of improved management of risk; better analysis and interpretation of RHI data and compliance with statutory guidance improves outcome for children known to be at risk of exploitation.	QA & P Group Exploitation & Missing Delivery Group	3.8	Development of the SSCB Scorecard and audit programme to provide assurance and challenge to the system on how well vulnerable children and young people are being protected and the interdependencies between risk factors are recognised and responded to appropriately in a timely way.	By 30 September 2018	
<b>Priority 4: Ensure that all partners working with Children and Young People in Surrey recognise and respond to the needs of children and young people living with domestic abuse, substance misuse, neglect and mental health concerns to improve their outcomes and keep them safe.</b>						
	A strategy that supports professionals to deliver Change that Lasts and the development of sustainable and cost effective Domestic Abuse service across the County that improves outcomes for families and keeps children safe	Domestic Abuse Management Board	4.1	Refresh of Domestic Abuse Strategy reflects the findings of the Safe Lives review, legislative changes, the OPCC cost benefit analysis and learning from survivors / case reviews	By 30 September 2018	<b>Amber</b>

<b>Key OFSTED Rec.</b>	<b>What difference will this make to children in Surrey?</b>	<b>Lead Subgroup/ Agency</b>	<b>Action No.</b>	<b>Action</b>	<b>Timescale</b>	<b>Status RAG</b>
	Professionals demonstrate understanding of the impact of coercive control and Domestic Abuse, and support survivors and their families to engage with services and get the 'right help' at the 'right time'	Domestic Abuse Management Board	4.2	Raise awareness with professionals and families of the impact of domestic abuse & coercive control on outcomes for children.	By 30 September 2018	
10 & 11	Assurance that children's wellbeing is central to risk assessments and safety planning.	QA&P, Neglect Group, Health Group, Education Group	4.3	Multi-agency audits and case tracking/reviews show professionals are confident in assessing the risks and impact on a child's wellbeing of mental health, substance abuse, DA,	By 31 December 2018	
10& 11			4.4	Signs of Safety and strength based practice enables professionals to raise awareness of risk, build resilience and keep children safe.	By 31 December 2018	
	Assurance that the Domestic Abuse Strategy is achieving its objectives and that children in Surrey are seen safe and heard.	Domestic Abuse Management Board	4.5	Regular updates on progress against Surrey's response to JTAI are provided with supporting data to the QA & P Group.	By 30 June 2018 and 31 December 2018	
10	Neglect Strategy and guidance supports professional practice to recognise and respond to emerging concerns of Neglect at the earliest opportunity.	Neglect sub Group	4.6	Launching and embedding the strategy and guidance and ensuring that neglect assessment tools are used consistently to identify risk	By 30 June 2018	

<b>Key OFSTED Rec.</b>	<b>What difference will this make to children in Surrey?</b>	<b>Lead Subgroup/ Agency</b>	<b>Action No.</b>	<b>Action</b>	<b>Timescale</b>	<b>Status RAG</b>
				and inform plans for intervention.		
10, 11,24,26,31	Children at risk of neglect or serious harm are kept safe by practitioners who understand and can consistently implement threshold guidance, and who use appropriate SSCB Tools & Guidance to identify, prevent and reduce neglect	SSCB Learning and Development Group / Quality Assurance and Performance (QA&P)	4.7	Evaluate, review and revise the Multi agency training provided to practitioners to ensure that it is fit for purpose and includes use of EH Tools/ supervision & management oversight and supports early identification of Neglect and/or significant harm.	By 30 September 2018	
29,	Risks associated with neglect, children living with DA, parental substance misuse and the mental ill health of parents are kept safe within an early help system that identifies, assesses risk and provides the right support at the right time, at the right level	SSCB / (QA&P) Neglect Group / P & P Group	4.8	The SSCB is assured that the whole of the Children's System supports the identification and holding of risk for vulnerable children & young people in the right part of the system and ensures timely of risk and need when circumstances change.	By 30 September 2018	

## Appendix A

### Recommendations from the LGA Peer Review

- Review the functions and membership of the SSCB Full Board in readiness for the changes in Working Together to Safeguard Children 2018-2019, including the frequency of meetings;
- Review with a view to reducing the number of sub groups including the alignment with other partnership boards;
- Establish a Strategic Executive of the three main partners, Surrey County Council, Clinical Commissioning Group and Surrey Police;
- Clarify the roles of CDOP and Strategic Case Review Group (SCRG) including the referral process to SCRG;
- Integration of SSCB Plans;
- Board members look at undertaking joint or individual visits to partner organisations;
- Develop a culture of continuous improvement based on confident and respectful challenge;
- Use performance information to better inform priorities and measure impact along the child's journey.